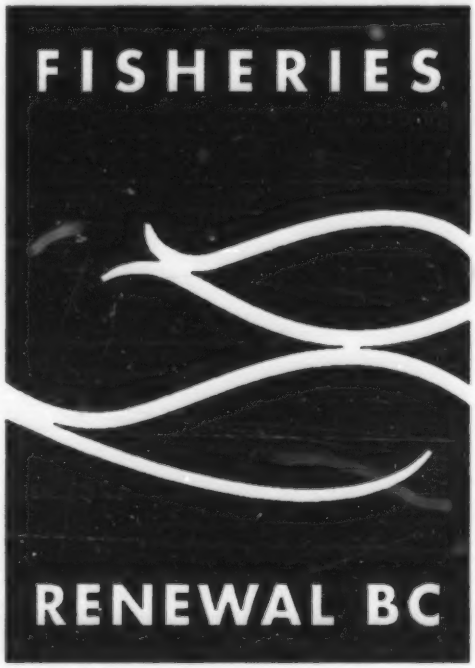

FISHERIES RENEWAL BC

PERFORMANCE PLAN
2001-2004

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FISHERIES RENEWAL BC
PERFORMANCE PLAN
2001-2004

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Appendix A

Fisheries Renewal BC Performance Plan 2001-2004

Introduction

Fisheries Renewal BC funds practical programs and projects that draw on the knowledge, experience, and abilities of people throughout the province to rebuild fish stocks and fish habitat and to assist those who depend on fisheries resources by supporting seafood economic development initiatives. For the last three years, we have used programs developed following the approval of our 1998 – 2001 Strategic Plan to support these efforts. Our programs have included the Salmonid Renewal Program, Development and Diversification, Original Renewal Program Ideas, and Planning and Partnership Progam.

Vision

Fisheries Renewal BC (FsRBC) is a Crown corporation created in 1997 by the B.C. government with the following mandate:

> *To bring vitality to B.C. fisheries by promoting the protection, conservation, enhancement, and restoration of fish stocks and habitat and to strengthen the economy of fishing communities for generations to come.*

This is a long-term purpose that cannot be accomplished in a brief time. Our 2001-2004 Performance Plan sets the strategic direction for the next three years for the corporation. The Board and staff of Fisheries Renewal BC will use it as a framework to work with people around the province to revisit our current programs, adjust them where necessary, and develop progressive new programs as required to support the goals in this plan.

Principles

Principles are the fundamental beliefs that guide the conduct of Fisheries Renewal BC's business. They are the basis on which we develop policy, resolve problems, make decisions, and set priorities.

Our principles, grouped in five priority areas, include fish and habitat, people and communities, partnerships, FsRBC functioning and accountability, and our facilitation and coordination role.

Fish and Habitat

We believe:

- That fish are culturally, spiritually, and economically important to all British Columbia;
- In preserving, restoring, and enhancing wild fish stocks, habitat, and whole ecosystems;
- That a clean, adequate water supply is necessary to support healthy fish populations; and
- In long-term sustainability of our fisheries resources and activities, including new, environmentally sustainable fish technologies.

People And Communities

We are committed to:

- People - they are an essential part of sustainable fisheries resources;
- Recognizing the rights and interests of First Nations with respect to fisheries resources;
- Recognizing the unique contributions and importance of volunteers;
- Fairness in considering the interests of all British Columbians;
- Respect for the cultural diversity and the uniqueness of communities; and
- Supporting fisheries projects that will lead to vibrant communities.

Partnerships

We believe that:

- Community-based involvement is essential in everything we do;
- Cooperative partnerships based on shared objectives are crucial to our success;
- The basis for successful partnerships is mutual respect, integrity, and inclusion; and
- Agency partnerships are an essential component of FsRBC success.

Fisheries Renewal BC Functioning and Accountability

We are committed to:

- Making investment decisions that benefit British Columbians throughout the province;
- Striving for fairness in our decision making by recognizing the importance of all segments of the fishery;
- Being accountable to the people of British Columbia for the actions and decisions of the corporation; and
- Demonstrating leadership and operating efficiently.

Facilitation and Coordination Role

We are committed to:

- Fostering a progressive attitude towards positive change for the future of B.C. fish and fisheries;
- Practicing open, ongoing communication and accountable consultation on relevant issues;
- Sharing information and data; and
- Valuing a diversity of perspectives in managing fisheries resources.

Definitions

- "Fish" includes all fresh and salt water fish species, shellfish, crustaceans, and aquatic animals (other than aquatic mammals), and aquatic plants.
- "Communities" includes groups of people or organizations linked through either geographic location or sectoral relationships.

Mission

By March 31, 2004, FsRBC will have contributed to producing more fish, developing new fisheries, promoting higher value for our fish, and creating more fishery-related work by:

- *Continuing to make creative, strategic investments that ensure the vitality of British Columbia's fish stocks and fishing communities;*
- *Further strengthening, expanding, and empowering regional Partnership Groups; and*
- *Facilitating a coordinated approach towards the development of economically and environmentally sustainable fisheries for the seafood and recreational sectors.*

Environmental Scan

Fisheries Renewal BC continues to give British Columbians an opportunity to help revitalize the fishery resource at a time when fish stock recovery continues to be mixed and major restructuring is happening in the industry. The overall estimate of job losses in the fishing sector between 1996 and 1999 by the Job Protection Commission was 12,000 jobs. FsRBC offers fishing dependent communities hope and jobs by empowering citizens to become part of the solution in reshaping and revitalizing the resource. While assisting in restoring fish stocks with the ultimate goal of bringing sustainable employment back to the communities, FsRBC is also assisting communities to diversify. FsRBC supports the development of value added products and other economic initiatives so that the fishing economy is broader based and more strategically placed for the future.

FsRBC has become a vehicle to bring cohesion to what has often been a fractious industry. Past differences have been put aside as many shareholder groups have united at the local level to deliver programs that will revitalize the fisheries of B.C.

1. Community Empowerment
   Those communities most dependant on the fishery resource continue to face severe economic hardships and FsRBC offers hope to renew both the fish resource and the health of local communities.

   FsRBC Contribution to Date

   There are 23 partnership groups located throughout the province working with more than 450 partner organizations empowered to restore fish and further fishery economic development in their communities. This community-based model of program delivery is operating successfully and is proving that giving those with the greatest stake in the problem the greatest stake in the solution - and holding them accountable - is the right model for long term stability and revitalization of fisheries.

Numerous recent studies, including "What to do about Resource Dependent Communities?" by Gerald Hodge and JT Pierce of SFU, support the community-based economic development approach of FsRBC. The authors write:

> **"...communities that rely on natural resources for much of their economic base – land, minerals, forests, fish, and even scenic resources – face the spectre of sharp decline if not collapse .... While some communities will disappear, most have a high degree of persistence and we should build on this tendency. Development processes that work from the bottom-up, which acknowledge the view that communities know what might work the best for them, have the best chance of success."**

2. Aboriginal Fisheries

The fisheries resource is central to the way that First Nations in B.C. view themselves. Cross sector tensions often exist when Aboriginal rights, treaty negotiations, and fish allocations are discussed or negotiated in British Columbia.

FsRBC Contribution to Date

Two-thirds (125) of all Indian Bands in B.C. are actively involved in FsRBC's nationally recognized community-based Salmonid Renewal Program partnership groups. This involvement at the local level between First Nations, commercial, recreational, environmental, governmental, and private sector interests has helped foster an understanding of First Nations' interests amongst the various sectors.

3. Commercial Fisheries

The commercial sector has been hard hit by major restructuring, reduced fishing opportunities (particularly for salmon), outdated technologies, and world economic conditions.

FsRBC Contribution to Date

The major industry groups are currently working with FsRBC on a number of initiatives. These initiatives include market analysis, research and development, technology transfer, and fisheries development and will lay the groundwork for a revitalized industry in conjunction with current participants. In addition, FsRBC is acting as the catalyst to harmonize the business plans of other provincially-funded commercial sector fisheries organizations.

4. Recreational Fisheries

To date, the difficulty in achieving cohesive development has in large part been due to lack of integration and a common view amongst the many small, independent operators in both the salt and freshwater recreational sectors. Salt water and freshwater fish development can be a springboard for sustainable tourism and economic development in many fish dependent communities.

FsRBC Contribution to Date

FsRBC is working with the Ministry of Agriculture, Food and Fisheries and the major recreational fishing organizations to help develop an overall strategy for freshwater fisheries development and assist in the implementation of a salt water strategy.

Key Result Areas and Goals

To respond to the instability and volatile economic state of the fishing industry, FsRBC will focus on the following key goals and result areas:

1. **Stimulate economic development and diversification**
2. **Encourage an integrated strategy for fish in B.C.**
3. **Strengthen and expand partnership groups**
4. **Promote priority setting of fish and habitat protection regionally**
5. **Encourage coordination of agencies and groups**
6. **Provide advice to government**
7. **Educate and raise public awareness**
8. **Evaluate program performance**
9. **Secure permanent funding**

Performance Monitoring

To accomplish our March 31, 2004 mission, we will achieve the goals as noted in each of our key result areas. As a standard management practice, the progress towards each goal will be evaluated annually. This will determine to what extent results are being achieved as well as any adjustments that are required to ensure overall success in achieving the targets set out in this performance plan. FsRBC will also continue to measure performance in all program areas in its four-account system (see appendix for description). A program evaluation of FsRBC is also planned in year two of the plan to determine progress towards the overall mission of the corporation (see goal 8).

Although evaluation, adjustment, consideration of future directions, and communication of results are not specifically listed as steps for each goal, each of these actions are an inherent part of our management of this plan.

1 Stimulate Economic Development and Diversification

One of the key goals of FsRBC is to develop fishery resources that contribute to the provincial economy. The economic contribution that fisheries and aquaculture in B.C. have made has remained fairly level in recent years; however, the contributions from the various sectors of the industry have changed significantly. The benefits from these fisheries have also changed over time. As a result, different components of the fishery (type, species, and geographic areas) require different types and levels of support to ensure a viable future. In order for FsRBC to optimize the role it plays in ensuring fish and fisheries are an important element in B.C.'s economy, it is vital that key efforts are made to encourage and facilitate industry-wide marketing, research, and operational practices. A better understanding of existing consumer demands, and an increased ability to both market existing products in new markets and new products in all markets, will help with the overall economic role of fisheries in the province.

Fisheries Renewal BC has used three programs in the economic sphere: Development and Diversification (D&D), Original Renewal Program Ideas (ORPI), and Planning and Partnership (P&P). In order to implement the most appropriate and progressive economic initiatives, a new program, the Strategic Initiatives Program (SIP), will be added. FsRBC will work with First Nations, community, or industry associations in supporting development initiatives as well as encouraging individual entrepreneurship.

By March 31, 2004, FsRBC will accomplish the following:

1. Make strategic investments (e.g. technology transfers, generic marketing, environmental assistance, recreational fisheries, etc.) in the industry based on priorities established through shareholder and community consultations.

   Key Results

   a) Establish a new program to strategically invest FsRBC funds in industry supported activities that will provide broad-based benefits for industry and sector participants.

   b) Consult with industry to determine strategic priorities and approaches for future investments.

   c) Adjust D&D and ORPI to ensure these programs continue to make strategic investments to meet revised priorities.

2. Facilitate the gathering and provision of information on market demand.

   Key Results

   a) Consult with industry to determine which market information would provide the broadest benefits for the sector.

   b) Clarify the most effective FsRBC role and level of activity in the provision of information on market demand considering ability, need, budget, and balance with other FsRBC economic oriented activities.

   c) Implement the Board's decision with regard to providing information on market demand.

3. Actively support the establishment of a "Stewardship Certificate" for B.C. seafoods that is based on environmental and sustainable values.

   Key Results

   a) Provide a financial contribution towards the development of a "Stewardship Certificate" for salmon.

   b) Work with other species associations to determine their desire to garner a Stewardship Certification and fund the pre-assessments.

4. Develop processes that ensure benefits and information from FsRBC economic investments are spread to larger segments of the fishing community.

   Key Results

   a) Establish and enforce program requirements for proponents sharing of information gained from FsRBC economic investments.

5. Assist Salmonid Renewal Partnership Groups or communities/regions in the local planning, development, and assessment (together with FsRBC) of fisheries economic development initiatives, including regional fishery economic development plans. A target of three pilot projects with limited funds for the delivery of local economic development initiatives will be supported to further develop this model.

   Key Results

   a) Circulate draft guidelines for a pilot Partnership Group or community/region fisheries economic development initiative.

   b) In cooperation with potential partners for the pilot, finalize guidelines for regional economic development initiatives.

   c) Fund a minimum of three pilot projects.

   d) Expand the program based on pilot successes and Board direction.

2 *Encourage an Integrated Strategy for Fish in B.C.*

An integrated strategy will go far to elevate the importance of fish and fisheries in B.C. Such a strategy will provide the most effective and efficient way to ensure that the economic benefits from the industry are maximized. At present, strategic plans need to be developed for the freshwater recreational fishery and the commercial industry. FsRBC believes that there is considerable value in completing these strategic plans, and so has already provided funding towards the freshwater recreational strategy. Prior to developing an integrated strategy, the freshwater plan must be completed, and a commercial strategy will need to be developed. In conjunction with the Ministry of Agriculture ,Food and Fisheries FsRBC will work towards the development and adoption of an "Integrated Strategy for Fish in BC" through facilitating the involvement of all levels of government, industry, and communities. This process will be based on consultation and will incorporate previous and current efforts. Key objectives of this strategy will be to raise the level of importance placed on fisheries in this province and to link fisheries with the economic and environmental sustainability and health of communities.

By March 31, 2004, FsRBC will accomplish the following goals:

1. Encourage the completion of a strategic plan for freshwater fish and fisheries. Fisheries Renewal BC will support a democratic process with First Nations and participants from all sectors, including industry and communities, in the development of such plans.

   Key Results

   a) Complete the current work on a freshwater fishing strategy.

2. Encourage the development of a strategic plan for commercial fish and fisheries. Fisheries Renewal BC will support a democratic process with participants from all sectors, including First Nations, industry, and communities, in the development of such plans.

   Key Results

   a) Prepare and circulate a draft outline of an initial workshop to explore the need for strategic plans for fish and fisheries in B.C. to key shareholders representing all sectors and agencies. Solicit responses and willingness to co-sponsor.

   b) Prepare and circulate a report on the responses and invite key shareholders to a workshop to explore and develop a process to work towards an integrated strategy for fish in B.C. with other shareholders.

   c) Host an "Integrated Strategy for Fish in B.C." workshop to look at need, benefits, roles, and a process.

   d) Determine future steps for FsRBC with regards to an integrated strategy for fish in B.C. based on the outcomes of the workshop.

3 *Strengthen and Expand Partnership Groups*

The corporation's largest endeavour, the Salmonid Renewal Program, is intended to create more fish for the economic and social benefit of all British Columbians. This program is delivered through Partnership Groups throughout the province who work with and draw on the expertise and experience of First Nations, fishermen, communities, and others. In order to strengthen our Partnership Groups' ability to deliver this program, and to help identify areas of consensus on fishery matters, we need to strengthen and enhance these groups. This model of program delivery has leveraged FsRBC's limited funds to benefit renewal of fish and fisheries to a greater extent than has been possible in the past. The model has greatly increased local community input into program decision-making on fish habitat issues. In addition, the Partnership Groups have the potential of further benefiting their regions by expanding to other fisheries-related activities. This model of community-based program delivery has gained national recognition: the Salmonid Renewal Program was chosen as the only British Columbia finalist for the Institute of Public Administration of Canada 2000 Innovative Management Award.

FsRBC will build on the foundation of the Partnership Groups. This will include strengthening decision-making abilities and improving the support provided by FsRBC in order to provide a greater capacity in the Partnership Groups and maximize the achievements of which these groups are capable.

By March 31, 2004, FsRBC will accomplish the following goals:

1. Provide support for the continuation of the community-based delivery of restoration and enhancement projects for rebuilding and sustaining the fisheries resource in marine areas, streams, and watersheds.

   Key Results

   a) Review all projects undertaken to March 31, 2001 to establish what has been successfully achieved.

   b) Review and improve measuring methods and parameters for restoration and enhancement projects. Ensure that from April 1, 2001 all projects undertaken are monitored and subsequently reviewed (3 levels of review: 3rd party independent review, FsRBC staff, and Partnership Group).

   c) Continue to fund Partnership Groups to carry out protection, restoration, and enhancement projects.

   d) Produce report on restoration and enhancement achievements using improved measuring method to demonstrate evidence of more fish.

   e) Communicate successful project outcomes and encourage province-wide adoption of the improved measuring and reporting approaches.

2. Facilitate and fund capacity building with Partnership Groups to enhance their ability to manage and account for their current activities and results (e.g. program evaluation) as well as to help them look at what additional opportunities might exist within their Partnership Group area.

   Key Results

   a) Based upon the SRP Audit of 2001, improve capacity and membership broadening needs of Partnership Groups.

   b) Undertake to provide funds to Partnership Groups to enhance their ability to support projects to coincide with natural cycles (e.g. funding on a multi-year basis or on a different fiscal year basis).

   c) Highlight and share information on "best practices" with regards to Partnership Group operations.

   d) Provide support for other needs (e.g. technical, financial, economic development) considering where shared resources will bring the best overall improvement to FsRBC outcomes and at a level sustainable within the FsRBC budget.

3. Encourage Partnership Group workshops or other related efforts to raise the profile of the Partnership Group and the Corporation and to work towards expanding membership to ensure full regional representation.

   Key Results

   a) Request Partnership Groups to identify regional issues where a conference or workshop will significantly help furthering Partnership Group and FsRBC goals (e.g. forestry/habitat, agriculture/habitat, economic development, expansion of membership, etc.).

   b) Provide logistical and other appropriate support to assist Partnership Group regional conferences or workshops.

4. Work towards linking Partnership Groups regionally or by other geographic means (e.g. along the Skeena) to help identify common concerns, strengths, resources, etc.

Key Results

a) Request Partnership Groups to identify inter-regional issues where a conference or workshop will significantly help furthering Partnership Group and FsRBC goals.

b) Provide logistical and other appropriate support to assist inter-regional conferences or workshops.

4 *Promote Priority Setting of Fish and Habitat Protection Regionally*

FsRBC wants to make the best investments possible to promote restoration of fish and habitat. Regional prioritization of fish and habitat restoration provides a framework for identifying areas that are most likely to have a positive result from investment of funds and efforts. A systematic approach also allows work to be prioritized in terms of urgency and allows the inclusion of regional values. This also provides a longer-term direction for regional efforts and promotes coordination among agencies and communities. A system for regional prioritization of fish and habitat protection and restoration is a locally based, multi-year plan based on watershed resources, conditions, and likelihood of achieving strategic results. Such a system also allows the identification of activities that make the most sense in the investment of scarce resources.

In conjunction with the Ministry of Environment, Lands and Parks FsRBC will promote a province-wide approach for regional prioritization of fish and habitat restoration. This will build on work already being done by FsRBC, its Partnership Groups, and others (e.g. "Watershed Based Fish Production Planning" report under the BC-Federal Fisheries Agreement) to prioritize watersheds that have the most potential for benefit through investments. This systematic identification will help concentrate the expenditure of available financial resources in areas that can have the greatest benefits for fish stocks.

By March 31, 2004, FsRBC will accomplish the following goals:

1. Continue to fund strategic watershed planning initiatives by Partnership Groups.

Key Results

a) Review current requirements and funding for watershed planning initiatives by Partnership Groups.

b) Adjust FsRBC program to improve support for current watershed planning initiatives.

c) Continue to work with Department of Fisheries and Oceans (DFO), Ministry of Environment, Land and Parks (MELP), and Ministry of Agriculture, Food and Fisheries (MAFF) to complete two pilot watershed plan projects.

d) Provide the information gained from the pilot projects and other Partnership Group, MAFF, MELP, and DFO experiences for adaptation of watershed planning throughout the province.

5 *Encourage Coordination of Agencies and Groups*

Any lack of coordination between agencies responsible for fish and fisheries inhibits the restoration of habitat, production of fish, and economic development. Federal and provincial government agencies and First Nations play a significant role in fish management decisions. Local governments also have an ability to affect fish habitat through zoning and development of bylaws and approvals. Finally, there are numerous sectoral groups, non-government organizations (NGO's), and quasi-government organizations in place that are involved with fish and fisheries (e.g. Pacific Fisheries Resource Conservation Council, Fraser Basin Council, etc.). While there are notable exceptions, for a variety of reasons, the efforts of some of these groups and agencies are often not coordinated. This leads to delays in processing and approvals, corporate funding gaps, and overlaps. It can also cause confusion on the part of the public, industry, and the agencies themselves. While it is beyond the

mandate of FsRBC to enforce a coordination of any of these agencies or groups, there are opportunities to encourage improved coordination and collaboration.

FsRBC will undertake initiatives, and encourage greater coordination of agencies and groups involved with fish and fisheries, to promote an open process for the development of a common perspective and mutually supportive approach to the renewal and enhancement of fish, habitat, and fisheries. This will include forging even stronger links with other governmental agencies and groups to encourage dialogue and coordination. This will lead to new opportunities to coordinate program delivery.

By March 31, 2004, FsRBC will accomplish the following goals:

1. Promote an awareness of all the agencies, boards, commissions, and other groups that affect fish and fisheries in B.C.

   Key Results

   a) Publish appropriate additional links on FsRBC's web site of key agencies, boards, commissions, and other groups that affect fish and fisheries in B.C. This will include a basic description of each group and any useful notes in terms of accessing and using these other sites.

2. Facilitate the creation of a "Fisheries Information Council" to promote coordination of activities and policies, sharing of information, and collaboration between key government agencies.

   Key Results

   a) Explore the willingness of, and encourage the participation of, regulatory and policy setting agencies in a high level, ongoing "Fisheries Information Council".

   b) Host an initial meeting to discuss the issues and potential workings of a "Fisheries Information Council", including FsRBC's role in assisting such a council get started and in ongoing participation.

3. Take actions that result in FsRBC being accepted as a formal part of the Canada-British Columbia Agreement on the Management of Pacific Salmon Fishery Issues (i.e. a joint federal/provincial fisheries renewal approach).

   Key Results

   a) Explore the opportunity of FsRBC with federal and provincial officials as a participant in the Canada-British Columbia Agreement on the Management of Pacific Salmon Fishery Issues.

   b) Formally request to MAFF and DFO that FsRBC become the "Fisheries Renewal Advisory Board" named under the Council of Fisheries Ministers in the Canada-British Columbia Agreement on the Management of Pacific Salmon Fishery Issues.

   c) Follow-up on the request for formal recognition based on the response.

4. Undertake a program to continue to build positive relationships at all levels between FsRBC and its Partnership Groups with First Nations, key agencies, boards, commissions, and other groups, working with and funding activities supporting fish and fisheries in BC.

   Key Results

   a) Ensure that FsRBC staff, representing the corporation and Partnership Groups, participate in the appropriate meetings and committees of fisheries organizations.

   b) In conjunction with First Nations and other key agencies, finance selected workshops and meetings that permit dialogue and bridge building-between organizations.

5. Continue to support conservation efforts by local government staff in strategic Georgia Basin urban centres through the local government initiative under the Urban Salmon Habitat Program (USHP). This initiative will also yield improved coordination between MELP and MAFF with FsRBC.

Key Results

a) In conjunction with MELP, MAFF, and other technical advisors, review proposals from regional districts, municipalities, and communities in need of assistance connecting land use planning practices to fish protection.

b) Assist in establishing a strategy to support local governments in the Georgia Basin through the Urban Salmon Habitat Program including cost sharing, staffing programs, and coordination of technical support from MELP and MAFF.

c) Continue to seek additional funding to allow extension of USHP to other rapidly growing urban areas in B.C., notably the Okanagan and Thompson basin areas.

6 *Provide Advice to Government*

The provincial government has the ability to develop and enforce regulations that protect and improve fish habitat and species. They are also able to enter into inter-governmental agreements related to fisheries management. FsRBC has a mandate to provide advice to the provincial government with regard to renewing fish and fisheries in this province. In particular, FsRBC is in a unique position to advise the provincial government on practical ways to improve the coordination and delivery of fisheries programs and the sound use and development of fisheries legislation and regulations.

In order to ensure that this advice is raised to a level that it gets the appropriate attention and consideration, it is important that there is a clear process for providing such advice. In conjunction with the Ministry of Agriculture, Food and Fisheries FsRBC will establish a clear process for providing advice to government on practical ways to improve the coordination and delivery of fisheries programs and the sound use and development of fisheries legislation and regulations.

By March 31, 2004, FsRBC will accomplish the following goals:

1. Work with the province to develop a mechanism for gathering input from shareholders throughout the province on matters related to fisheries programs and for providing advice to the government based on this input.

Key Results

a) Meet with provincial government officials to explore approaches for gathering shareholder information and advice on matters related to fisheries programs, and the role FsRBC could potentially play in this.

b) Explore with shareholders the possible approach to gathering their input and the potential role of FsRBC.

c) Submit a proposal to the government based on the government's needs and willingness to receive shareholder input and shareholders' feedback regarding the gathering of such information and FsRBC's potential role. Feedback on results will be provided to shareholders.

d) Take action according to the government's response to the FsRBC proposal.

7 *Educate and Raise Public Awareness*

An educated and aware public is necessary to ensure that there is understanding of, and support for, the role of fish and fisheries in the province's social and economic fabric. Also, to secure support for FsRBC's strategic direction, it is important that there is a broad level of awareness of our initiatives and successes.

We need to continue current efforts and help develop and support the delivery of programs that educate and raise awareness of and support for fish and fisheries in our province. Such programs can be coupled with efforts that also promote and raise the level of support for FsRBC in accomplishing our mission. FsRBC, through its community and industry partners, will provide an ongoing outreach program of information and education related to the fisheries and connecting cultural, and environmental values. The result of this effort will be a stronger level of public awareness of, and commitment to, activities that support fish and fisheries.

By March 31, 2004, FsRBC will accomplish the following goals:

1. Work with Partnership Groups in public awareness campaigns to increase the community-based stewardship of fish habitat.

   Key Results

   a) Produce a "best practices" outline of the most effective current Partnership Group public awareness efforts.

   b) Gather and make available current information and materials that are useful for public awareness campaigns for Partnership Groups.

   c) Identify and develop new materials/processes that are useful for particular community needs (e.g. agricultural areas, urban streams, etc.).

   d) Publish a list of available materials/processes and other useful public awareness information on the FsRBC web site for Partnership Group use.

2. Work with First Nations to help support traditional fish and fisheries knowledge and to help provide meaningful learning opportunities for First Nations youth and others.

   Key Results

   a) Solicit input from First Nations with regards to FsRBC's potential role in supporting traditional fish and fisheries knowledge, including learning opportunities for youths.

   b) Circulate a proposed FsRBC role and initiatives drawing on the suggestions provided and available funds (including potential partners) and invite additional comments.

   c) Implement initiatives that are the most supported and affordable within the available budget (FsRBC and partners).

3. Demonstrate the importance of, and involve youth in, opportunities with regards to fish and fisheries.

   Key Results

   a) Review current youth-oriented programs to determine effectiveness of current efforts and potential gaps.

   b) Continue to implement effective youth-oriented programs and materials.

   c) Together with partners, develop and promote new materials and initiatives for involving youth in opportunities with regards to fish and fisheries.

4. Provide a cultural, historic, and economic perspective of fish and fisheries in B.C. to ensure that there is greater public awareness of the importance of healthy fisheries to our province.

Key Results

a) Review current public awareness materials and approaches regarding cultural, historic, and economic perspective of fish and fisheries in B.C.

b) Identify new materials and/or approaches for promoting a greater awareness of, and support for, healthy fisheries in B.C.

c) With partners, develop and implement the use of new public awareness materials.

5. In conjunction with MELP and MAFF, coordinate the Urban Salmon Habitat Program community stewardship initiative to continue to support local stewardship projects. With financial assistance from FsRBC and technical advice from MELP, stewardship projects will educate, enable and encourage community-based activities associated with salmon habitat conservation in the Georgia Basin.

Key Results

a) Continue to build upon the community stewardship initiative under the Urban Salmon Habitat Program by coordinating provincial financial and technical support to community stewardship groups. Discussions on program investment will be led by FsRBC with MELP, MAFF, DFO and others.

b) Introduce formative stewardship groups to their local SRP Partnership Group to educate, share, and connect ideas, resources, and programs.

c) Assess program results and share successful outcomes.

8 Evaluate Program Performance

By 2004, FsRBC will have invested significant resources in the renewal of B.C.'s fisheries. It would be appropriate to evaluate all programs to measure progress and achievement against the long-term goals and objectives of the corporation. By March 31, 2004, FsRBC will have evaluated all programs to measure progress and achievements against the long term goals and objectives of the corporation.

Key Results

a) Measure the results to date of all programs and how they are contributing to the mission of FsRBC.

b) Review and assess all delivery mechanisms.

c) Adjust and modify programs, procedures, and delivery methods where necessary and share results and practices with shareholders and other government agencies.

9 Secure Permanent Funding

FsRBC has a significant and long-term role in contributing to more fish, new fisheries, higher value for our fish, and more fishery related work. Rebuilding fish stocks and habitat are long-term processes. Seafood production and marketing in a new global economy present continuing challenges. A permanent source of ongoing funds is necessary to achieve the corporation's goals.

FsRBC will secure long term funding to support our ongoing contribution to producing more fish, developing new fisheries, promoting higher value for our fish, and creating more fishery related work in B.C.

By March 31, 2004, FsRBC will accomplish the following goals:

Secure long term funding at a level that supports the realization of our goals in contributing to more fish, new fisheries, higher value for our fish, and more fisheries related work.

Key Results

a) Continue to research options for revenue generation.

b) Continue to work with the provincial government to establish a dependable base funding.

c) Encourage the provincial government to seek funding partnerships with the federal government to support FsRBC.

Appendix A

Fisheries Renewal BC's legislated mandate

The *Fisheries Renewal Act* created Fisheries Renewal BC in July 1997 as a Crown corporation with a mandate to fund programs that will eventually undertake a wide range of initiatives, including:

- promoting the protection, conservation, and enhancement of fish stocks and habitat;
- job creation in the fisheries sectors;
- facilitating planning and strategic fisheries-related investments in partnership with B.C.'s fisheries sectors and communities;
- developing local infrastructure that will encourage fisheries-related employment and investment in communities; building a multi-skilled workforce in fishing communities by supporting employment, training and technological development; and
- Providing assistance and advice to government on how best to co-ordinate and deliver fisheries-related programs.

These points paraphrase specific sections from the *Fisheries Renewal Act* of July 1997.

Structure and powers of the Board of Directors

As a Crown corporation, Fisheries Renewal BC is accountable to the provincial fisheries minister and cabinet. It is governed by a Board of Directors made up of 12 members, appointed by Cabinet, representing community, First Nations, and sector groups from the interior and the coast of British Columbia. The corporate powers of the Fisheries Renewal BC Board of Directors include the ability to:

- use funds on Crown, private, or First Nations lands;
- acquire, hold, and dispose of personal property;
- borrow money, with the approval of the Lieutenant Governor-in-Council;
- issue loans;
- issue grants and contracts;
- enter into agreements to deliver fisheries-related programs with First Nations, local, provincial, and federal government agencies and third parties, including companies, sector associations, and other non-government organizations;
- Enter into agreements, other than program delivery, with the federal or provincial governments or First Nations and establish advisory committees.

These points paraphrase specific sections from the Fisheries Renewal Act of July 1997.

Accountability and Performance Measurement

1. Environmental Account - aspects of performance such as fish production and habitat restoration
2. Economic Account - effectiveness in stimulating economic development and providing sustainable jobs.
3. Planning and Partnership Account - effectiveness of groups and their capacity to deliver Fisheries Renewal BC programs.
4. Financial Account - expenditure of funds, cost effectiveness, and efficiency.